

Meeting 3

OUTLINE OF TALK BEFORE DD/P ON 13 JANUARY 1955-----

WHAT IS RECORDS MANAGEMENT?

NOT ONLY MAINTENANCE AND DISPOSITION, BUT CONTROLLING AND IMPROVING RECORDS AT BIRTH. Records management is more than the efficient maintenance of current records, and the scheduled disposition of those that can be retired or destroyed according to their reference value. Equally important to the efficiency of our operations, and having a direct bearing on our record volume problem, are controlling the birth of records and improving the quality of those that must be created. Effective records management is thus a continuing effort to control and improve records from their birth to their death or retirement.

(Hoover Commission - Fed. Records Act. of 1950, P. L. 754,
Mr. Kirkpatrick - greatest impact on Russians)

THE RECORDS PROBLEM IN GOVERNMENT

7 BILLION PIECES ANNUALLY - D.C. TO MOSCOW FILE DRAWER - \$4 BILLION CURRENT PAPERWORK COST--MORE THAN 1931 BUDGET. Like many other economy measures, records management came into being in the Federal Government out of necessity. Records and associated paperwork have engulfed us in a "white plague" that staggers the imagination even in these days of multi-digit figures. The Federal Government creates 7 billion pieces of paper annually. It would take a file drawer as long as from here to Moscow to house its present volume of records.* Paperwork is steadily costing the Government more each year--\$4 billion in the current year, more than the entire Federal budget for 1931.

(*There are times when I think our greatest impact on the Russians could be to bundle up most of our paperwork and drop it on them. Remarks of Mr. Kirkpatrick to Agency Orientation Course in October '54)

WHAT HAS THE FEDERAL GOVERNMENT DONE?

FEDERAL RECORDS ACT. To solve this records problem, Congress passed the Federal Records Act, which provides that: (1) The head of each Federal Agency shall establish and maintain an active, continuing program for the economical and efficient management of records, and (2) Effective controls over the creation, maintenance and use, and disposition of records.

DOES THIS ACT APPLY TO US?

GENERAL COUNSEL'S OPINION. ALSO OUR NEED. It is the General Counsel's opinion that we should comply with the Act within limits of security provisions. But an even stronger argument in favor of compliance is our need for records management.

AGENCY NEED FOR RECORDS MANAGEMENT.

CIA HAS MORE TO GAIN. COST OF CABINETS. COST OF STATIONERY. CLASSIFIED TRASH. LONG RETENTION PERIODS. NEED FOR EFFICIENT SYSTEMS FOR QUICK REFERENCE. SECURITY ASPECTS CREATE RECORDS. Of all the Federal agencies, CIA probably stands to gain most through records management. Records are our life blood and it's expensive blood in our veins. Our safe-type cabinets cost \$238--almost five times as much as those for most agencies. Sterility requirements add to the cost of stationery. Security measures for handling classified trash add to our costs. Because we are never sure when a certain bit of information may be vital, we must keep our records for long periods of time. And when that bit of information is needed, time is important. Efficient reference systems are a must. Also peculiar to a security agency is the amount of correspondence we must write since only a limited amount of business can be transacted by phone. Requirements for clearances, controls, authorizations, approvals, coordination, etc. add further to the volume of forms, reports, and correspondence we must handle, store, and dispose of.

THE AGENCY'S RECORD VOLUME IS MORE PROOF OF THE NEED FOR RECORDS MANAGEMENT.

NET RESULT--EVER INCREASING VOLUME. 1953 INPUT-2,878 CABINETS AND OUTPUT-203 CABINETS. 1954 INPUT-2,787 and OUTPUT-401. 1950 VOLUME - 6,000 PIECES. TODAY'S VOLUME-22,000 PIECES. HEADQUARTERS EQUIPMENT VALUED AT \$2 1/3 MILLION. FLOOR SPACE VALUED AT 1/4 MILLION. The net result of these records creation and retention peculiarities is an ever increasing records volume. We are literally bursting at the seams as more records are being created or acquired and filed in office space than are being retired or destroyed. Let's look at the record: In FY 1953 we procured 2,878 correspondence file cabinets but only destroyed or retired the equivalent of 203 cabinets. In FY 1954 the ratio was 2,787 correspondence cabinets procured to 401 retired or destroyed. The volume of office records has risen steadily. Over 6,000 pieces of filing equipment were needed to store our records in 1950. Today we need almost 22,000. Present filing equipment in Headquarters was procured at a cost of \$2, 1/3 million. It rests on floor space valued at 1/4 million dollars. Last year we procured:

*4,215 - \$721,745 (all types procured in '54.) On hand - Headquarters-9,697 (correspondence cabinets).

BUT LET'S LOOK AT THE OTHER SIDE OF THE COIN.

WHAT IS BEING DONE ABOUT OUR RECORDS PROBLEM?

RECORDS MANAGEMENT PAYS IT OWN WAY -----CALENDAR YEAR 1954 PROFIT
OVER AND ABOVE \$211,415 -----OVERHEAD = \$195,000.

Since its inception, the Agency Records Management Program has paid its own way; in the past two years it has shown a nice profit. In calendar year 54 we made a profit of about \$195,000. Savings were realized from:

Records Disposition

Retired	936 safes	-	\$22,500
Space	7100 sq. ft.	-	17,750
Destroyed	182 safes	-	43,316

Standardization of file equipment and supplies, microfilm
program, records systems - \$29,656

Forms, reports and correspondence management activity - \$93,800,
together with numerous intangible benefits which accrue from
activity in this area.

WHAT'S LEFT TO BE DONE?

FORMS MANAGEMENT - REPORTS MANAGEMENT - CORRESPONDENCE MANAGEMENT -
MAIL CONTROL - FILES STANDARDS - RECORDS DISPOSITION - 9% TO 90% OF
RECORDS ARE TEMPORARY. - AVERAGE LINEAR FEET OF TEMPORARY RECORDS IS 54%

But we still have much to do! Bootleg forms, inefficient in design and reproduced expensively, outnumber controlled forms by a conservative estimate of 20 to 1.* Controls for the elimination and prevention of nonessential administrative reporting have not been established. Numerous techniques for improving reporting procedures and the content of reports have not been applied. The potentiality of streamlining correspondence through substitutes for dictated correspondence, indexes to repetitive-type correspondence, eliminating nonessential copies, and improving the writing ability of Agency personnel has only been partially explored. Simplified mail control systems are needed. Headquarters-wide adoption of the subject numeric system and other filing standards is yet to be accomplished. Only an estimated 40% of the Agency's records are covered by records control schedules. Accordingly, only a small percentage of our inactive records are scheduled for removal from high cost office equipment and space to economical Records Center Storage. Disposition experience in 16 components reveals that from 9% to 90% of records retained can be considered temporary. The overall average (based on linear feet) is about 54%. To sum up, there is still much to be done in all areas of records management, to improve our records and to balance records creation and acquisition with records retirement and destruction.

- * 53% increase in the number of official active forms used by Agency in the past 2 calendar years (715-1521); the number of copies used in calendar year 1954 decreased by approximately 600,000 from 18,642,845 to 18,066,673.

RECORDS MANAGEMENT PROGRAM

COMPUTATION OF NET PROFIT FOR CALENDAR YEAR 1954

Systems		\$29,656
Forms		84,800
Correspondence		9,000
Disposition		
Cabinets	\$222,500	
Space	17,750	
Destroyed	<u>43,316</u>	
		<u>283,566</u>
		\$407,022
Less overhead		<u>211,415</u>
		\$195,607